



Strength of Diversity



*In a global market,
the strength and
abilities to meet
customer needs is
found more in a
workforce's
differences than in
its likeness!*

What's Here...



- Introduction
- Definitions
- Differences
- EEO & Affirmative Action
- Why Care?
- Things-to-Do
- Discussion Points
- Personal Action Plan
- Choose
- Research
- Additional Information
- That's all...
- Background

Introduction, Page 1 of 2



- The purpose of this training nugget is to help you think about how you view and react to others
- This training nugget discusses differences in people and how to capitalize on the potential “strength of diversity”
 - While there is *strength in numbers*, there is also strength and value in difference

Introduction, Page 2 of 2



- Research indicates that a heterogeneous (diverse) workforce is more apt to meet the needs of a widely diverse customer base than might a homogenous (similar) workforce
- Diversity is a rich resource for new opportunities – not a problem to be solved

Definitions,

Page 1 of 2



What is diversity?

- A mix of people in one social system who have distinctly different, socially relevant group affiliations (Taylor Cox)
- All the ways in which we differ (N. Katherine Hayles)
- What we bring to the table (Unknown)
- Diversity does not refer to any laws or regulations
- Diversity differences include race, gender, ethnicity, age, culture, religion, and much more

Definitions,

Page 2 of 2



- Diversity simply refers to the differences we have from one another
- Prejudice – as the name implies, prejudice is the process of "pre-judging" something
- Bias – a predisposition, preference or inclination; especially one that inhibits impartial judgment. A partiality that prevents objective consideration of an issue or situation.
- Homogeneity – being the same throughout
- Heterogeneous – a combination of different kinds

Differences,

Page 1 of 2



Major differences in people include:

- Biological differences
- Environmental differences
- Cultural differences
- Socioeconomic differences



More specifically ...

Differences,

Page 2 of 2



- Age/Generation
- Culture
- Economic status
- Education
- Ethnicity
- Family status
- Gender
- Job / position
- Language
- Marital status
- Race
- Religion / creed
- Sexual preference

See list in notes page.



EEO & Affirmative Action

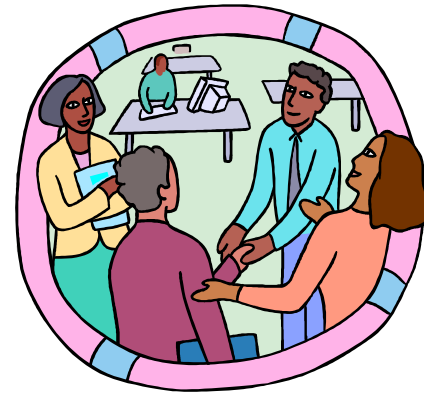


- Equal Employment Opportunity (EEO) is a body of Federal, State and local laws identifying and prohibiting exclusionary hiring and management practices
- Affirmative Action refers to policies, practices or strategies used to identify and attract and hire/enroll people from groups not proportionately represented in the current population

Neither of these are “diversity”, although they contribute to achieving a diverse workforce.

Why Care?

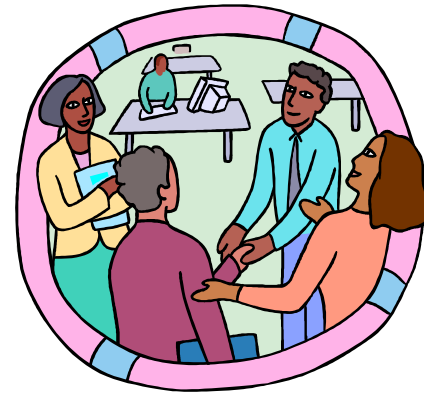
Page 1 of 2



- Understanding diversity helps prevent inappropriate, disrespectful or unlawful behavior aimed at a group or an individual
- Capitalizing on the “strength of diversity” enhances the business and the workgroup
- Enriches the workplace
- Minimizes “them” and perpetuates “us”

Why Care?

Page 2 of 2



- Ensures an environment in which all employees are accepted, respected and valued
- Encourages team members to treat one another and their customers respectfully, politely, and professionally
- Demonstrates decency and fairness
- Exercises moral obligation

It's the right thing to do!

Things-to-Do,

Page 1 of 3



- Research / learn about “diversity”
- Discuss “diversity”
 - What is it?
 - Do we have ineffective work relationships and/or inefficient work processes because of our diversity?
 - Use the questions posed in this *training nugget*
(Slides 15-19)

Things-to-Do,

Page 2 of 3



- Create a climate in which the potential advantages of diversity on organizational, group and individual performance is maximized *(T. Cox)*
- Create a climate in which the potential disadvantages of diversity on organizational, group and individual performance are minimized *(T. Cox)*

Things-to-Do,

Page 3 of 3



- Ensure support of senior leadership
- Establish a Plan of Action
 - Determine where you are today
 - Define where you want to be tomorrow
 - Decide how to get there
 - Determine how you will know when you have arrived
- Use the Essential Management Competencies (EMC) desk reference Task 5.3, Manage a Diverse Workforce

Discussion Points,

Page 1 of 6



- What is diversity?
- What are the major differences among people?
- What are some of the specific differences among people in our workforce?
- What is the difference between diversity and Equal Employment Opportunity?

Discussion Points,

Page 2 of 6



- What is the difference between diversity and affirmative action?
- With regard to diversity, what is bias?
- With regard to diversity, what is prejudice?
- To what degree is our workforce diverse?
- Does the diversity of our workgroup presently create strength or weakness; opportunities or challenges?

Discussion Points,

Page 3 of 6



- What can we do to better harmonize our diverse workgroup/workforce?
- Do we know the depth and extent of our workgroup's talent ... skills ... knowledge ... and experience?
- What can we do to leverage our diverse backgrounds into competitive advantages?
- Why should we care about diversity?

Discussion Points,

Page 4 of 6



- Personal issues, mood, attitude and personality
- Personal differences, respect and tolerance
- Gossip, rumor, truth and privacy
- Language and humor
- Sexual attraction and harassment
- Workplace etiquette and courtesy

Discussion Points,

Page 5 of 6



- What you see, may not be what you see (the fault of “assuming”)
- Promises, reputation and integrity
- Communications
 - Face-to-face
 - Telephone
 - Written
 - E-mail
- Political correctness
- Company policy and practice

Discussion Points,

Page 6 of 6



- How can we use our diverse backgrounds, knowledge and cultural experiences to improve our work group's results/outcomes?
- What is the relationship between diversity and performance? Behavior? Satisfaction?
- How can we use our collective diversity to maximize our organizational and personal results?

Personal Action Plan

Page 1 of 2



- Evaluate how you currently behave toward others in the workplace.
- Identify necessary behavior changes.
- Write an action plan for behavior change.
- Exhibit appropriate behavior.
- Treat others like they wish to be treated.
- Tell others how you wish to be treated.

Personal Action Plan

Page 2 of 2



- Diagnose situations involving inappropriate behavior.
- Address inappropriate behavior by others.
- Research information about diversity and workplace etiquette.
- Apply methods to monitor and change your behavior.

Choose



We each choose:

- To behave within legal boundaries, (or otherwise)
- To accept or reject others
- Our beliefs, prejudices and biases
- Our perceptions

How we behave is a choice!

Research, Page 1 of 3



- Achievement outcomes of individuals are affected by gender, race, ethnicity, and age (diversity)
- Organizational outcomes such as turnover, job satisfaction, and absenteeism are affected by group identity, which is affected by individual achievement outcomes
- Heterogeneous (diverse) groups typically produce better quality solutions to problems than homogenous (similar) groups
- Creativity and innovation are fostered by diversity

Adapted by UTM from Cox, Cultural Diversity in Organizations, 1999



Research, Page 2 of 3

- Organizations that can attract, retain, and promote maximum utilization of all people will gain in cost structures and in maintaining the highest quality human resources
- Organizations that can capitalize on the potential benefits of cultural diversity in workgroups will gain a competitive advantage in creativity, problem solving, and flexible adaptation to change

Adapted by UTM from Cox, Cultural Diversity in Organizations, 1999

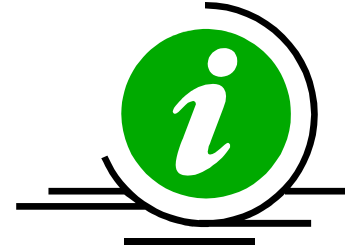
Research, Page 3 of 3



- Difficult to test “business case” rhetoric – lack of data; gate keeper resistance
- Need to shift from “business case” rhetoric – evidence does not support that simply increasing diversity will automatically or naturally translate into better performance
- Evidence suggests it takes conscious organizational/ managerial actions, a *systemic approach*, to translate diversity into positive organizational and personal outcomes

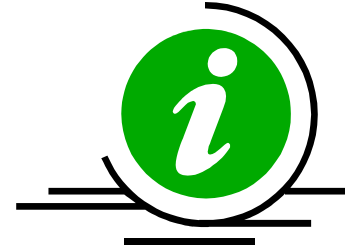
Web source -author/s unknown

Additional Information, Page 1 of 4



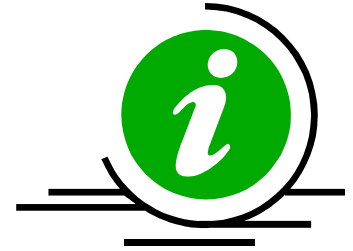
- Essential Management Competencies desk reference, Task 5.3, Managing a Diverse Workforce
- In This Together: An Engaging Look at Respect and Harassment, Media Partners Corporation, Seattle, WA, 2000
- Dealing With Diversity, American Media, Inc., 2000
- The FAIR Way to Manage Diversity, American Media, Inc., 2000

Additional Information, Page 2 of 4



- Managing Diversity In the Workplace, S. Kanu Kogod, Pfeiffer & Company, San Diego, CA, 1991
- Dynamics and Diversity, Pollar and Gonzalez, Crisp Publications, Inc., Menlo Park, CA, 1994
- Handling Diversity in the Workplace, Kay DuPont, American Media Publishing, West Des Moines, IA, 1997

Additional Information, Page 3 of 4



Chief of Naval Operations

DIVERSITY POLICY

Diversity is a strategic imperative for the United States Navy.

We defend the greatest nation in the world. It is a nation that welcomes, indeed encourages, the active participation of every citizen regardless of race, gender, creed or color -- a democracy founded on the promise of opportunity for all. It is also a nation whose demographic makeup continually changes, reflecting the influx of new immigrants and the growth of minority populations. The Navy must change with it. To the degree we truly represent our democracy, we are a stronger, more relevant armed force.

Diversity is critical to mission accomplishment.



Additional Information, Page 4 of 4



Everyone in our Navy contributes to mission success, and everyone brings to that collective effort unique capabilities and individual talent. How we harness those capabilities and foster that talent bears considerable effect on our ability to successfully accomplish the mission. Like any organization in time of change, we thrive on the infusion of new ideas and the diversity of thought. This is particularly true today, when understanding the mores, customs and ideals of diverse cultures, as well as the perspectives of other people, remains critical to winning the long war.

Diversity is a leadership issue, and everyone is a leader.

We will promote and engender a culture that embraces our diversity. Through our communications, education, policies, programs and conduct, each of us will actively foster work environments where people are valued, respected, and provided the opportunity to reach their full personal and professional potential. We will recruit, develop, educate and retain leaders from and for all parts of our Navy and nation.

We defend the greatest nation in the world. The strength of our diversity directly and irrefutably helps us do so. The Navy will stay committed to improving that strength.

M. G. MULLEN
Admiral, U.S. Navy



That's all for now...

Our strength and abilities to meet customer needs is found more in our differences than in our likeness!

Suggestions and requests to:



Commander, Navy Installations Command (CNIC)
F&FR Training Branch, N947
Millington, TN 38055-6540

Com: (901) 874-6727 DSN: 882-6727
helen.turner1@navy.mil

**Ensure every team member is valued, respected
and fully employed because of their differences -
not despite them!**

Background (From F&FR Essential Management Competencies desk reference, Task 5.3, Manage Diversity. Page 1 of 2)

If you were asked to describe the people you work with, what would you say? Could you do it in a few sentences? Are they all white? All male? All thirty years old? Probably not. Odds are, you could write a book describing all the different characteristics of people who work around you each day.

What would you say about your treatment of people at work? Do you treat them in a respectful, polite and professional manner at all times? Do they treat you with respect?

The face of today's workforce has changed dramatically over the past few decades. Today's workforce includes people of all ages, cultures, religions, languages and backgrounds. All of these differences can cause problems when we do not know how to deal with them.

More importantly though, all these differences can make our organization stronger and more productive when everyone is valued and respected. You should strive to make the environment as comfortable and inclusive as possible for everyone with whom you work. If you choose to ignore diversity, you might regret it later.

Background, Page 2 of 9

We must deal with diversity to make certain all individuals feel **valued** and **respected** in the work environment **because of their differences** – not despite them. By improving your skills in identifying and addressing diversity issues, you will help ensure productive and effective relationships among all workers in your organization.

You will not be able to solve every problem, but you will be able to provide an environment in which disrespectful and discriminatory behavior is diminished.

This process is dependent on superior communication skills. For additional information, see Duty 1.0, Improve Communication in the F&FR Essential Management Competencies (EMC) desk reference,.

What is Diversity? Before you can deal with diversity issues in the workplace, you need to know the definition of *diversity*. People often think of the **Equal Employment Opportunity (EEO) Act** or **affirmative action** when they think of diversity. Some may even think of being **politically correct**. However, these terms mean very different things. The following are generally accepted definitions of these terms, along with some other terms that accompany diversity issues.

Background, Page 3 of 9

Diversity refers to the differences we have from one another, period! It does not refer to any laws or regulations. These personal differences include race, gender, ethnicity, age, culture, religion, and much more. These differences affect how we think, learn, work, interact with and react to others, and how we live our lives. Personal differences affect how we perceive others and their behaviors, as well as how others perceive us.

Equal Employment Opportunity (EEO) refers to federal, state and local laws and regulations guarding against discrimination when interviewing and hiring. EEO ensures that a person is not passed up for an promotion, training, incentives, interview or job based on race, gender, culture, etc. For more information about EEO, see the MWR/MCCS Managers' Desk Reference, Duty 6, Task 6.11, Ensure Work Place is Free of Harassment and Discrimination. You should also receive EEO training from your Human Resources Office.

Affirmative Action refers to regulations which ensure all groups are represented fairly in the workforce. These groups usually include minorities, women, people with disabilities, and veterans. If an organization does not have employees from these various groups, affirmative action might dictate that more people from these groups be hired.

Background, Page 4 of 9

Politically Correct refers to using certain terminology or labels that are perceived to be desired by a particular group in order to avoid offending the members of that group. The intent of political correctness is to avoid offending people by using “preferred” labels. However, due to overuse in the late 1990’s, the term “politically correct” is beginning to lose popularity and impact.

Workplace Etiquette refers to rules of etiquette (or manners) as applied in a business setting. We use the term “workplace etiquette” when discussing not only how to conduct yourself with customers/patrons, but also with your work colleagues/peers.

Value and Respect. The main idea behind this *training nugget* is that you *must* treat everyone with respect. You must behave respectfully toward your colleagues/peers, your managers/supervisors, and your customers/patrons, even if you do not necessarily like or *have respect* for them. By treating others with respect at all times, you will be treated with more respect in return. People will feel valued and included – like part of the team.

Background, Page 5 of 9

This may be easier said than done. People can feel disrespected, and therefore de-valued, in any number of ways. Anything from racist or sexist jokes, to seemingly innocent tidbits of gossip, can and do contribute to a hostile work environment.

Your goal is to ensure everyone in your workgroup feels valued *because of* their differences and contributions. To do this, you must conduct yourself in a professional and courteous manner at all times and eliminate barriers that prevent others from being shown respect.

A problem with trying to be politically correct is we *assume* how others want to be treated. For instance, we may assume that people over age 65 prefer to be called senior citizens, when this label may offend some people (especially if you guessed wrong and they are really only 40!)

Another mistake we make is following the “Golden Rule – *Treat others like you want to be treated*. By following this rule, we are assuming others have the same customs, values and attitudes we do. And we know that is not true.

Background, Page 6 of 9

Rather than following the Golden Rule and making mistakes, we can follow what is now called the **Platinum Rule**: *Treat others like **they** want to be treated.*

If you don't know how that is, ask them!

For example:

- *“Do you prefer Miss or Ms.?”*
- *“Do you prefer the term Hispanic or Latino?”*
- *“Would you like me to adjust your schedule around the Yom Kippur holiday?”*

These questions take only seconds, are not invasive, and show that you respect the feelings of others.

Perception is Reality – Although we may offend a person without intending to, we can still get in trouble. It doesn't matter what our intentions are if someone perceives our actions differently – *their* perception is *their* reality. If a person perceives you are harassing him/her with a suggestive leer, that perception is all that matters legally, whether you were really leering suggestively or not.

Background, Page 7 of 9

By learning about diversity and proper workplace etiquette, you will avoid misunderstandings and keep yourself out of trouble.

Barriers - There are several barriers to your goal of providing a respectful and inclusive environment. The terminology referring to these barriers can be confusing, and lead to misunderstandings. It is important to define these major terms.

Prejudice. Prejudice is any preconceived notion, whether learned or instinctive, about someone or something. Our life experiences, family, culture, education and friends have all influenced the way we think about the world and interpret situations. Prejudice is a normal human reaction. Our prejudices are our biases, preconceptions, and pre-judgments about the world and people around us. We all have prejudices. It is only when we *demonstrate* these prejudices against other humans that we cause problems.

Stereotyping. Stereotyping occurs when you apply a prejudice you have to ALL members of a group. We form stereotypes due to a lack of knowledge or by letting our prejudices get out of hand. For example, you may say all men like to watch sports on T.V., or all women like to watch sappy movies. Many stereotypes can be quite offensive, such as those

Discrimination. Discrimination occurs when you treat someone separately, unfairly or negatively based on your stereotypes or prejudices. Discrimination can include racism, ageism, sexism, bigotry, chauvinism, biases regarding appearance, etc. Discrimination is very dangerous and can lead to civil and/or criminal penalties.

Personality. People are all different and bring different behaviors, characteristics and personalities into the workplace. Some are generally pleasant and courteous, while others complain constantly and show little courtesy to their coworkers. Some feel showing respect to others is important; some do not. Sometimes we feel we can do nothing about someone's personality other than accept it and bear it. Task 5.3, Manage a Diverse Workforce in the Essential Management Competencies (EMC) desk reference shows how to address problems arising from various personality issues.

Ignorance. On the other hand, some people simply do not know they are being disrespectful or rude. This comes from a lack of knowledge about diversity issues and/or basic rules of workplace etiquette. Our world is getting smaller, making our workforce more diverse every day. And the rules of etiquette some of us grew up with are now outdated or obsolete.

Changing Behaviors - This is NOT a one-time task – it is an ongoing process that must be constantly nurtured. You may not agree with us on some of the actions we propose, and you will not always be perfect in carrying out those actions. And those who work around you will not be perfect either. You do not have to be ultra-sensitive at all times, worrying constantly about what you say. You can't possibly know every detail about every individual's preferences.

Everyone has opinions and prejudices; it is impossible not to. People are entitled to these opinions. It is their business and a fact of human nature. However, when people *act* on those opinions, especially in the workplace, it becomes everyone's business.